

GENDER PAY REPORT 2025



Clarion

At Clarion, we see annual gender pay gap reporting as a vital way to raise awareness and promote transparency around gender pay issues.

The information provided in this report is based on a snapshot date of 5 April 2025.

An Introduction to Pay Gap Reporting

Reporting framework

In line with the Equality Act 2010 (Gender Pay Gap) Regulations 2017, our gender pay gap data is based on a snapshot date of 5 April 2025. The calculations include all “relevant employees”, meaning those who were employed on that date, received full pay in the relevant pay period, and are not Equity Partners. References to all colleagues in this report means all “relevant” colleagues.

The mean pay gap is calculated by comparing the average hourly pay rate of all men and women. The difference between the two is the mean pay gap.

The median pay gap is calculated using the mid-point hourly pay rate of all men and women i.e. where half earn more and half earn less, the difference between the two is the median pay gap.

Pay quartiles

As part of the statutory reporting requirements, our workforce is divided into four equal quartiles based on hourly pay. This analysis shows the gender distribution of higher and lower earners across each quartile within the firm.

Scope of reporting

The regulations require organisations to report on both hourly pay and bonus payments received during the year. While we report on both measures, our analysis and action planning focus primarily on the hourly pay gap, as this is where we are seeking to drive meaningful improvement.

Purpose of reporting

When interpreting the results of our gender pay gap, it is important to note that the purpose of the gender pay gap report is not to measure whether or not men and women are paid equally when performing the same role.

The gender pay gap highlights the disparity between the number of women in lower paid (more junior) roles versus men in higher paid (more senior) roles and this continues to be reflected in our demographic data as shown in the graph on page 7.

Our Approach to Equal Pay

We have always, and will continue to adopt, great scrutiny throughout our pay practices review to ensure that the same work or work of a similar value is remunerated in the same way, irrespective of gender. Our rigorous approach includes external salary benchmarking using a variety of sources, and the Management Board reviewing and approving all pay and bonus awards, to ensure consistency and equal pay across the firm.

An Introduction to Clarion

Who We Are:

Clarion is a full service, private practice law firm based in Leeds' legal centre. We strive to stand-out as an employer of choice and are proud to have been ranked in the Sunday Times as a Top 10 Place to Work in the Big Organisations category for two years running – this accolade reflects our exceptional people-focussed culture. Our approach combines strong professional support with a culture of respect and collaboration, ensuring colleagues feel valued, listened to and empowered.

We are committed to promoting an inclusive workplace culture and this was reflected in our recent achievement of 4th place in the Social Mobility Index. A strong social mobility strategy doesn't just make a difference in people's lives, it makes Clarion stronger. It helps us attract and retain talented people who share our values, and it strengthens our appeal to clients and partners who are equally committed to driving social impact.

We employ over 300 people in both legal and central support roles, with around two thirds being legal roles and around one third central support. Across the business, we have a gender split of 72% female colleagues to 28% male colleagues. Naturally, we have roles at a variety of levels of seniority, and a higher volume of junior roles to senior roles.

As many of our more junior roles traditionally attract more women, both within the firm and across wider society, and while women outnumber men across all pay quartiles at Clarion (see figure 1 on page 5 overleaf), they are represented in significantly higher proportions in the lower quartiles. This unfortunately causes a pay gap, which this report seeks to understand.



Overview of Key Points

This year, our mean gender pay gap has remained static at 21%.

Our aim has always been to reduce the gender pay gap. This year, because the median pay gap has widened, we have carried out even more detailed analysis to better understand the reasons behind it. We are committed to transparency and believe that understanding the causes of the gap is essential for making progress.

We're an organisation that's developed a reputation for empowering the people who make us who we are. Women continue to represent a significant majority of our workforce across all levels of the business.

Overall, making up 72% of our people and holding a wide variety of roles at different levels of seniority throughout Clarion.

At the snapshot date in April 2025, the distribution across different roles was similar to that reported in 2024. Consequently, the 2025 gender pay gap data reflects a comparable ratio of senior men to junior women.

We are fully committed to equal pay for equal roles, irrespective of colleagues' gender, and this principle remains unchanged. Our pay gap figures reflect workforce composition and is not representative of how we reward our colleagues.

In the 2024 promotion cycle relevant to this report, 28 colleagues were promoted, 68% of whom were women, with promotions at all levels of seniority. This included the only promotion to 'Partner' level, which was secured by a woman. We continue to champion women's career development, and our data shows that our promotions process is not a barrier to women's progression at Clarion.



Stephanie Kaye

Our Gender Pay Gap Report

	Mean	Median
Hourly Rate of Pay	21%	29%
Bonuses Paid	18%	39%

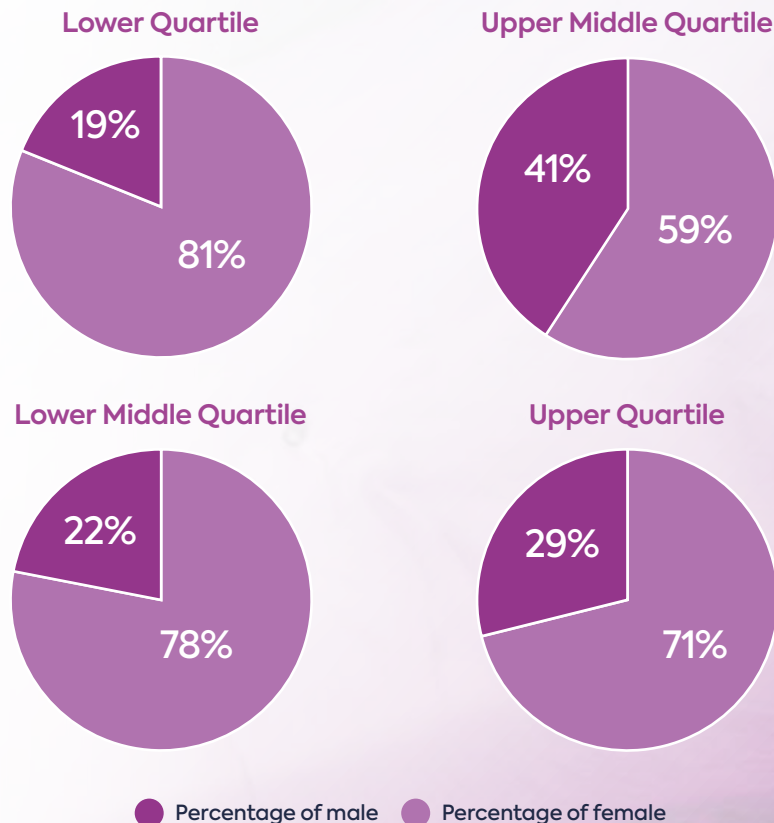
In 2025, our mean gender pay gap percentage was calculated at 21% and our median pay gap at 29%. This represents no change in our mean pay gap and a 7% increase in our median pay gap.

Our gender pay gap reflects the composition of our workforce, with a high volume of junior roles, where women vastly outnumber men, compared to a smaller number of senior roles, where the ratios are closer together. Our gender pay gap calculation is representative of the number of people in lower paid (more junior) roles versus people in higher paid (more senior) roles. Despite having many women in senior roles at Clarion, this does not balance out the discrepancy at the junior level, where there are more women than men compared to at the senior level, where the ratio is lower. The reporting mechanism shows that having a larger percentage of men in higher paid roles, paired with a higher percentage of women in lower paid roles causes a pay gap, despite our population of women outnumbering men in every quartile.

There are a number of factors which influence our pay gap, including:

- the number of colleagues of each gender holding junior versus senior positions;
- **our recruitment** – the number of colleagues of each gender we have recruited and their seniority level;
- **our retention** – the number of colleagues of each gender who may have left positions of differing seniority levels, and
- **our promotions** – the number of colleagues who have been promoted to positions of more seniority

Figure 1



Our workforce continues to be predominantly female. In the pie charts at Figure 1, it can be seen that women make up the majority of all quartiles but are more highly represented in the lower quartiles with lower paid roles. We have historically always had more female colleagues occupying lower paid roles such as Paralegal, Admin Support, Apprentice and Trainee, as seen in the graph below:

Female representation by role

As of April 1st 2025,
All employees,
All departments,
Leeds

Role	Female	Total (including unknowns)	Change
Senior Management	0.0%	3 (3)	N/A
Partner	50.0%	28 (28)	+3.8%
Legal Director	70.0%	30 (30)	-7.1%
Senior Associate	60.6%	33 (33)	-10.8%
Associate	67.8%	59 (59)	+4.3%
Trainee	75.0%	20 (20)	+8.3%
Paralegal	79.4%	34 (34)	-1.1%
Head of Departments of Central Team	80.0%	5 (5)	+13.3%
Senior Central Support/Manager	76.9%	13 (13)	+1.9%
Central Support	79.1%	43 (43)	+2.0%
Admin Support	89.7%	29 (29)	-6.5%
Apprentice	83.3%	6 (6)	-2.4%
Total	71.3%	303 (303)	-0.4%

As the graph illustrates, the percentage of male Legal Directors and Senior Associates increased over the course of 2024-2025 due to a mix of leavers and promotions. Despite this, our pay gap was unaffected as the female population increased in other groups.

We have a strong talent pipeline in our Legal Director population, of which many colleagues are female. We would therefore expect many of our Partners of the future to also be female, as was reflected in our 2025 promotions cycle.

Our female representation at Partner level has increased steadily over time, through lateral hires and internal promotions, and we continue to make strategic Partner hires:

- In **2023**, representation increased by **2.2%**
- In **2024**, representation increased by **3.8%**
- In **2025** we also promoted two further female Partners and recruited four external female Partners
- **Three** male Partners also joined us in **2025**.

We are pleased to note the improvement of gender representation at Partner level, and to see the volume of female promotions closely reflect the demographics of the business. While we recognise the composition of the business is driving our pay gap, we are also confident in our robust promotions, pay review and hiring processes.

To materially close the gap, we would need the population of men and women to be the same in each quartile. Achieving this would mean a significant shift in recruiting trends across a number of junior roles, such as Apprentices, Paralegals and Admin Support, where women vastly outnumber men, as well as an increase in leavers in this population. We envisage our pay gap could change over a period of time but this will be driven by employee lifecycle trends.

Equal Pay

It can be a misconception that gender pay gap reporting measures whether or not men and women are paid equally when performing the same role. To ensure full transparency, we have calculated the pay gap within fee earning roles (aside from Partner) to demonstrate that the gender pay gap is not a measure of equal pay, and our pay gap in this respect shows the parity we would expect to see in these populations.

	% Mean Gap	% Median Gap
Paralegal	-6.83%	-5.21%
Associates	2.13%	-2.65%
Senior Associates	-5.18%	-4.76%
Legal Director	4.46%	10.82%

This calculation shows the much smaller gap between genders in the same role, per the table above. It is important to note that a minus number is in favour of women and positive in favour of men.

Within the same role title, there will always be differences in pay due to colleagues having different levels of experience and expertise, which is, and should be, reflected in remuneration. The overall equal pay gap is much smaller than our gender pay gap percentage for the purposes of our reporting responsibilities and we remain confident in our internal processes for ensuring pay is fair and remains robust and consistent.

Bonus pay gap analysis

In 2025, our bonus pay gap was calculated based on referral bonuses, alongside a small number of people receiving onboarding bonuses. These are awarded irrespective of gender. Our gap last year favoured women, with a mean of -57% and a median of -5%, whereas this year it favours men, with a mean of 18% and a median of 39%, demonstrating that the data the gap is calculated on does not show a trend of bias.

It is encouraging to see that the referral bonus is being paid, demonstrating that those colleagues referred in by our existing colleagues were great additions to the business. Candidates must be the best fit at interview stage and then have a successful three-month review for their referrer to be eligible for the fee. The referral process is therefore working to bring new talent into the business.

Looking Forward

We will continue our strategy of aiming to narrow the pay gap and remain committed to taking positive actions that promote an inclusive culture, address bias in the workplace, and attract men to our more junior roles, which will have the largest effect on narrowing the gap. It is naturally likely our excellent record of promoting women to senior roles will continue alongside this.

We continue to be confident that both men and women are paid equally for performing equivalent roles across both central support and our fee earning practice areas, which is supported by the analysis into the fee earner pay gap carried out and displayed above.

We will continue to focus on encouraging career development in our female population. Last year, we reported that our aim was to reach a 50/50 split at Partner level, from what was then 45/55%. We are pleased to say that with recent recruitment and promotions of two further female Partners in 2025, our current partner population is 51/49% in favour of women.

Our firm continues to be made up mostly of women, which reflects that women feel they can thrive here. We will continue to build on this culture in our people strategy and pay procedures. We believe we have many female role models within the firm who can encourage women to progress in their careers, which would help to improve our pay gap.

The majority of colleagues benefitting from our internal mentoring scheme as part of their career development, are women. We are about to refresh this mentoring programme by broadening its reach so that anyone with valuable advice to give can be a mentor, which will make the programme even more accessible to juniors both as mentors and mentees.

The firm's people strategy and diversity and inclusion plans focus on ensuring that our working environment allows us to realise potential around the firm, and to provide a workplace that enables individuals to work in an agile way. We continue to develop our inclusive leadership strategy and focus our efforts on addressing any unconscious bias throughout our recruitment and career development processes.

After listening to feedback through our annual engagement survey and other channels, we reviewed our approach to awarding bonuses in 2025 to include a reward scheme which recognises, and rewards individuals linked to their individual contribution and not just based on financial performance. We believe this is another key step in achieving our goals and ensuring fairness across the business and are confident that both men and women have equal opportunity to participate in the reward schemes moving forward

We will continue our focus on Social Mobility and have created an internal working group to focus on ways to further improve the opportunities for people to enter the legal profession and support them within it. This includes diversifying our early careers approach to broaden our reach and attract a more diverse applicant pool.

Looking Forward (continued)

We will continue to focus on enhancing our recruitment processes and have a series of inclusive hiring manager training sessions scheduled to ensure best practise and strengthen our skills and make the recruitment processes even more effective and efficient. This is already bringing about some change, which should impact the pay gap, as almost twice the number of junior positions have been filled by men compared to 2024.

To support the careers of colleagues growing their families, we provide guidance to them in the run up to, and throughout their family leave, as well as external coaching on their return to work, which we also introduced for colleagues taking paternal or shared parental leave this year. We work to educate our current leaders to give support and encouragement where it is needed.

Our promotions process is open to all colleagues and in 2024 we promoted two colleagues who were either pregnant or on maternity leave. In 2025, three colleagues on maternity leave were promoted.

The People team work closely with our BeingOne and Parents & Carers groups to develop and introduce new initiatives to support working parents. This year, we have welcomed many of our colleagues on maternity leave to the office for Parent and Carer sessions who are encouraged to attend with their children, following on from our expert-led sessions on maternal and paternal mental health in 2024.

We have amended our paternity process to ensure parents are aware of the different types of leave available to them. 50% of male colleagues who have had a baby since this was implemented have taken shared parental leave.

At a time when a lot of women can find the Perimenopause and Menopause challenging and therefore decide to leave the workplace, we have been acknowledged as being at the forefront of recognising this challenge and have developed strategies and initiatives to support our employees and retain them in the workplace, ensuring we do not lose our talented, often senior, women. We were recently accredited as a Menopause Friendly Employer, with menopause awareness organisation '[Henpicked](#)' Home - Henpicked. This recognition reflects the support we have made available to colleagues for a number of years, and we will continue to raise awareness internally with training sessions, a wealth of resources on our intranet, regular meetings for the colleague group and a number of specific menopause-related benefits.

We believe that our internal processes and procedures relating to pay and progression are fair and robust, but we will continue to challenge ourselves and the decisions made moving forwards, in light of the findings of this report.

We confirm that the data reported is accurate and meets the statutory requirements of the Equality Act 2010 (Gender Pay Gap) Regulations 2017.

